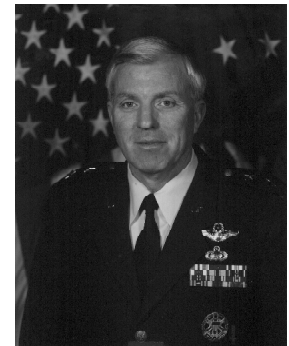


NOTES FROM THE:

Deputy Assistant Secretary, Budget

by Major General Larry W. Northington



Investment Budget Review (IBR)

The results of the IBR will be examined by the Air Force corporate structure in early August. This concludes the review of investment programs conducted during the May - July timeframe. The overall objective of the IBR process is to develop an executable FY02 budget that makes the most effective use of Air Force resources. The review of RDT&E, Procurement, MILCON, MFH Construction, MFH O&M, and BRAC accounts focused on program executability, both current and future, execution performance, fact-of-life changes, pricing realities, and Congressional actions.

FY02 Budget Estimates Submission (BES)

As we complete the IBR, our attention expands to assessing the needs of the Air Force considering our FY02 Program Objective Memorandum (POM) priorities, the mid-August Program Decision Memorandum, and other fact-of-life changes since the POM was submitted in May. From an historical perspective, BES program changes have ranged for \$1-3 billion. Last year, the Air Force sourced \$1.8 billion in BES bills. However, some changes will be sourced by OSD and some will be transfers from other Services/Defense Agencies.

FY00 Budget Execution Report

The final O&M execution report is due 24 July. As you know, we submitted the FY00 OMNIBUS with \$449 million in active, guard, and reserve O&M requirements. However, our ability to use these resources will be affected by the degree sources are denied by the Congressional Defense oversight committees. We continue to rely on your efforts to ensure we have a smooth landing this year using assets on-hand and those approved by the Congress.

Career Field Challenges

At the May Financial Management Executive Session, which included each of the MAJCOM comptrollers and several other senior FM leaders, I found the two primary concerns facing this career field today are the same concerns that existed five years ago. My expectations are that we'll be addressing these issues for the next five years. Like most career fields in the Air Force, we are concerned about manning/experience levels. In fact, as we look at individual mission support AFSCs, FM manning is about the same as all others. What can we do? Many of you are already practicing grade substitution—that is to say having lieutenants do the work of captains and three-levels doing the work of five-levels. We must also look at better ways of doing business.

As you can attest to, the heavy workload is as heavy and demanding as it has historically been. To address workload issues, we will attack them one at a time. Later this year, Air Force Space Command Financial Management will lead an FM caucus to look at how the commands conduct civilian pay analysis. Each of the commands will be invited to get together and share ideas. There is much gold to be mined from this spirit of cross-tell and cross-feed, as we learn from each another. The bottom line question for you to answer is the glass half full or half empty? I believe it's half full. In this era of constrained funding and increasing costs, the commanders in the field rely on our expertise more than ever before. Is this a time of opportunity for the FM career field? You bet it is! You and this career field will continue to be key investment advisors to commanders. These manning and workload concerns will be opportunities for many of you. Bottom line: without you, pushing resources to the war-fighter while navigating through all of the requirements of public law coupled with resource constraints is impossible.

